



STATE OF MONTANA
DEPARTMENT OF ADMINISTRATION
INFORMATION TECHNOLOGY SERVICES DIVISION



Brian Schweitzer
Governor

State Of Montana

Agency Biennial Report

Commerce

FOR FY2010

STATE OF MONTANA

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INFORMATION TECHNOLOGY SERVICES DIVISION

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EXECUTIVE SUMMARY

Commerce is pleased to present this 2010 Agency Biennial Report. It provides a brief overview of the successes, challenges, and on-going projects that were originally defined within the Commerce 2008 Strategic Information Technology Plan. The 2008 Commerce Strategic plan defined not only the major projects that were planned, but further discloses many of the tactical or operational issues facing the Commerce IT community and its leaders.

Many of our on-going objectives are by their nature on-going. These include resource consuming tasks such as workstation or server replacements, training, and maintenance of existing systems. Although this work is on-going and will be into the foreseeable future, it is being performed to keep our basic infrastructure up to date and functioning as planned. Other highlights are presented by division in the following paragraphs.

The Montana Promotion Division has been pursuing a multi-year project to convert the tourism web application from .asp to .Net and it is proceeding as planned. The division closely monitors the new emerging technologies in use in the tourism and web marketing industry segment. A project is currently underway to make the tourism web sites available to the mobile device market – the most rapidly growing segment of our using public. A capability to dynamically provide a map to known tourist destinations was implemented last year. A management tool for the large library of digital assets is planned. The division also performed a system audit early in calendar year 2010. Based upon these recommendations a number of objectives related to upgrade or replacement of systems for the Promotion Division have been canceled or delayed as final decisions and plans are made to seek alternative solutions potentially from hosting vendors, software as a service, or ‘cloud’ type providers.

The Business Resources Division has been working on the development of a greatly improved web based application for the distribution of 2010 Census data. The site incorporates new technologies emerging from the Geographical Information System (GIS) segment which will greatly enhance our ability to communicate and share information from the 2010 Census with the many users and partners needing this data. Our Small Business Development Center continues to use the WebCats software subscription services in support of its mission and partner network and has implemented new features that continue to improve efficiency in reporting to the Small Business Administration and the stakeholders.

The Energy Division completed an evaluation of potential options for better managing the information and contacts related to their partners and clients involved in Energy promotion. Upon further analysis, it was determined that improved data organization and use of the existing IT infra-structure capabilities would adequately meet their needs at this time.

The Community Development Division initiated an investigation into software or services that would enhance the efficiency of managing the life cycle of grants. This need also exists in many other Commerce programs, as well as other agencies within the State Enterprise. A request for information process was performed to evaluate the capabilities currently available in the market place. The process culminated with an increased awareness of what currently is available, but no further progress has been made due to a present limitation in resources at this time.

The Housing Division made further advancements in the area of records digitization. The Board of Housing implemented a digital records solution and a solution within the Tenant Based Section 8 area will be implemented in the fall of 2010. Complementary to the on-going efforts related to the development of an agency security program, risk assessments have been prepared for two of the three primary business areas of the Housing Division. Additionally, the division is aggressively implementing the use of subscription based virtual meeting facilities. This has resulted in significant travel and expense reductions required to host the many periodic and regional meetings and training sessions they sponsor.

The Montana Heritage Commission has extended their outreach via implementation of an e-newsletter, and are preparing to use a limited functionality online gift store during the coming holiday season. They have

used internal resources from the Business Resources Division to generate maps of Nevada City facilities, a signs inventory, area state lands and a variety of other CAD drawings. Due to resource constraints, progress on other division objectives has been limited.

Our migration to the newer version of the Microsoft Office productivity suite was completed as planned at a cost significantly less than originally planned due to the State's Enterprise License agreement with Microsoft.

The evaluation of our web hosting platform was completed as planned. As a result the decision was made to move to the DOA/ITSD hosted Sharp Content environment. This move has recently been completed, and also had the positive effect of canceling the need for a number of other related objectives that would have been required had we continued to host our own agency web platform.

The agency's COOP plan was updated and the department is moving forward with loading division plans into the State Enterprise software LDRPS. The COOP plan will continue to mature as continuity planning within the State matures. Commerce did participate in the State wide Vigilant Guard exercise and as a by-product of this exercise we began and are increasingly using remote tele-worker facilities hosted by ITSD. This capability is proving to be an efficient tool for our remote or traveling employees which provide simpler, more secure access to needed data and facilities while they are away from traditional office support resources.

The agency continues to migrate from the internal electronic mail list service to subscription services from the cloud. Use of social networking sites is being pursued in a very careful and deliberate manner with success. We expect interest in these technologies to grow as our partners and clients continue to adopt these technology strategies and they become more main stream. The conversion of the agency's file and print services from Novell to Microsoft is underway and planned for completion this fall.

The development of a comprehensive security program within the agency has not made the progress we had originally planned. This is due in part to the uncertainty of direction within the State Enterprise during the past years related security policy and strategy, resource limitations, and the distributed and diverse nature of our divisions. Progress continues to be made in the area of employee awareness and the positioning of our systems to improve our security profile. This item will continue to be a priority item for the agency.

Section 1 briefly recounts the goals and objectives from the 2008 Strategic IT Plan, and provides a short description of the accomplishments and status for each. Section 2 briefly recounts the initiatives that were defined in the 2008 IT Plan. Each initiative has a complementary objective; therefore the initiatives do not define new or different items of work, merely those requiring special funding. The initiatives can be further summary by their funding status: 12 were funded, 8 were not funded, and 2 were partially funded. In total there were 49 objectives defined. These objectives can be further summarized by their status as follows: 14 completed, 6 substantially completed, 19 ongoing, 5 delayed, and 5 canceled.

SECTION 1: AGENCY IT PLAN ACCOMPLISHMENTS – GOALS & OBJECTIVES

1.1 Goals

Goal Number 1: (taken from 2008 plan and 2009 update)

ITG 1 Provide software solutions.

Description: Provide and maintain software solutions that meet the unique requirements of the Department's customers and staff.

Benefits: Benefits include more efficient use of limited Department resources enabling staff to better keep pace with increasing demands. The beneficiaries are the various customers of the Department.

Does this goal support the State IT Strategic Plan? If so, how? Yes, State IT Strategic Plan Goal 2 – Develop IT Resources and Goal 5 – Improve Government Services.

Supporting Objective/Actions

ITO 1-1 MHC – GIS Mapping

Objective business requirements or problem: Research software needs of staff and further develop use of GIS maps, design, and architectural computer capabilities to enable better use of existing data and maps. This will eliminate the need to contract with private consultants for this work.

Benefits: Financial savings in hiring outside consultants, staff efficiencies with immediate access to data/maps.

Risks: Unknown.

Agency IT goal support: ITG1

Critical success factors: Pertinent staff members will be proficient in use of these software solutions.

Est Cost: \$1,000 Timeframe (FY): 2010 EPP Ref: 8010

Accomplishments: Internal Commerce staff (BRD-CEIC) have created maps for Nevada City, maps for signs inventory, railroad redesign, area state lands and numerous CAD drawings and photo CDs to other organizations. Further development has not been funded.

Status: On-going.

ITO 1-2 MPD - Mapping Component

Objective business requirements or problem: It is a standard for travel sites to have locator maps and driving directions. We are behind in implementing this technology because free map sources such as Google and Yahoo do not have accurate location placements in Montana and you can do nothing to change them. Therefore we will contract with a private company to provide this service and will have much more flexibility to locate and update maps for individual records and provide accurate driving directions.

Benefits: Our customers (users) will be able to better plan their Montana trips and as a result private and public tourism sites will see increased visitation and economic benefit.

Risks: The risks would be very low and the only foreseeable risks would be associated with implementation.

Agency IT goal support: This initiative relates directly to enhancing the growth of the Montana economy through the promotion of tourism development, promoting and protecting historic sites, and the marketing of Montana as a travel and filmmaking destination.

Critical success factors: By use of Web analytics we will track the usage of maps and driving directions. We will also track key performance indicators such as number of page views and time spent on the site to assess the effectiveness of the application.

Est. Cost: \$25,000

Timeframe (FY): 2009

EPP Ref: 2007

Accomplishments: This project has been funded and is complete. Findlocation.com provides the mapping service for MTOT. Sample- <http://visitmt.com/categories/moreinfo.asp?IDRRecordID=17759&siteid=1>

Status: Completed.

ITO 1-3 MPD – AVAYA & Siebel Upgrade

Objective business requirements or problem: We use our Siebel system for the infrastructure of our call center. The software version we are currently using is several versions out of date. Additionally, Siebel has been purchased by Oracle. We intend to upgrade the application to the current Oracle version. In addition we will upgrade the AVAYA telephony.

Benefits: The application will see increased performance and functionality. The current version will fix many bugs identified in the past.

Risks: There are risks associated with upgrades. Because much of the application is scripted those scripts will need to work with the new version or be rewritten.

Agency IT goal support: This initiative relates directly to enhancing the growth of the Montana economy through the promotion of tourism development, promoting and protecting historic sites, and the marketing of Montana as a travel and filmmaking destination.

Critical success factors: All of the software will be upgraded to the current version and the application will have improved performance and all functionality will be restored and enhanced.

Est. Cost: \$100,000

Timeframe (FY): 2009

EPP Ref: 2007

Est. Cost: \$100,000

Timeframe (FY): 2012

EPP Ref: N/A

Accomplishments: This initiative has been cancelled and has not been funded. MPD conducted an IT systems audit in the winter of 2010 and it was determined that it would not be a good use of our resources to invest more into this system when there are better products available for less with a smaller IT footprint. In the future, MPD will pursue an investigation in alternatives such as “cloud” type of solutions.

Status: Cancelled.

ITO 1-4 MPD - Tourism Application Rewrite

Objective business requirements or problem: Our current version of the application is written in .asp. We will convert the entire application to a more current technology .NET. Asp is no longer supported by Microsoft. Part of this process will be to integrate the Film Office records into the tourism database. This will also allow customers to update their records via the Web.

Benefits: We will have a supported application to connect to our Oracle tourism database. The Film Office records will be integrated and we will no longer use outdated database software.

Risks: Common risks associated with small projects; scope creep, cost overrun, contractor oversight and inadequate requirements.

Agency IT goal support: This initiative relates directly to enhancing the growth of the Montana economy through the promotion of tourism development, promoting and protecting historic sites, and the marketing of Montana as a travel and filmmaking destination.

Critical success factors: The application will be developed, fully functional, tested and in production

Est. Cost: \$120,000

Timeframe (FY): 2010

EPP Ref: 5212

Accomplishments: This initiative has been partially funded and is on-going. MPD awarded a CEP to Axiom IT Solutions in June 2010 to help convert the remaining sections of our primary consumer site, visitmt.com to .NET.

Status: On-going.

ITO 1-5 MPD - Emerging Technologies

Objective business requirements or problem: The internet is a very dynamic environment. New technologies are emerging on a monthly basis. We need to be prepared to integrate those new technologies into our marketing efforts.

Benefits: We will be able to utilize new trends and technologies to enhance our marketing efforts and attract more people to the state.

Risks: Some technologies never catch on or are quickly replaced so we will have to do due diligence to insure we get maximum ROI.

Agency IT goal support: This initiative relates directly to enhancing the growth of the Montana economy through the promotion of tourism development, promoting and protecting historic sites, and the marketing of Montana as a travel and filmmaking destination.

Critical success factors: Key performance indicators will reflect significant usage of new resources.

Est. Cost: \$120,000

Timeframe (FY): 2011

EPP Ref: 5212

Accomplishments: This initiative has been partially funded and is on-going. In July of 2010 an RFP was posted for MPD to acquire a mobile version of visitmt.com. Because of the variety of mobile platforms and browsers it was determined the best approach was to work with a company that can dynamically convert our site to the appropriate platform depending on the device.

Status: On-going.

ITO 1-6 BRD/CEIC - Economic/Demographic/Housing Online Database and Interactive Internet Mapping

Objective business requirements or problem: To create and maintain an online database accessible through CEIC's website and to enhance this database with interactive mapping capabilities in preparation for the 2010 Census and continuation of the new American Community Survey (ACS). Clients can not only access real time data, but they would also have the ability to map the data for their geographic area. At the current time, CEIC only provides data in static format, Excel or PDF files. Adding the interactive database would provide a better service to our clients.

Benefits: CEIC's comprehensive website would be further enhanced by adding an online database which would be easily updated as new data are released. Clients of CEIC's website would be able to choose data by geography or by a particular dataset and then be able to create profiles of their area and then interactively map these data for their geography. This database would also be used extensively in-house by CEIC staff as they update the *Economic Profile*, *Demographic Analysis* and *Housing Profile* publications on a quarterly basis for the Housing Division. The interactive mapping component would only serve to further enhance CEIC's website and allow clients to basically have a one stop resource for data and mapping. Other components of BRD could also be included as the database and mapping capabilities

grow.

Risks: Funding. CEIC staff can maintain the database, but creating it would require help outside of CEIC which will require funding. Adding the interactive mapping would increase this cost.

Agency IT goal support: Better access to data, thus better service to Montana taxpayers

Critical success factors: Once the database has been created and is up and running, CEIC staff will be able to keep it as up to date and will be able to point clients to the user friendly interactive database as a reliable resource for Montana economic, demographic, and housing data.

Est. Cost: \$5,000 Timeframe (FY): 2009 for database EPP Ref: 2007

Est. Cost: \$20,000 Timeframe (FY): 2010 for Mapping EPP Ref: 5113

Accomplishments: CEIC has been working with a contractor since mid-2009 in development of this interactive web site and database. Currently, the site architecture has been established, the site features determined, various development software purchased, and initial site mapping and profiles prepared. Phase I is 75% Complete.

Status: Phase I is substantially completed. Phase II will begin in 2011.

ITO 1-7 BRD/SBDC – Continue use of WebCATS software and pursue additional capabilities if appropriate.

Objective business requirements or problem: The SBA requires all counseling, training, and capital infusion data to be uploaded to the federal management information system, EDMIS II. The WebCATS system is the bridge to that system. The 10 SBDC offices across the state enter their service delivery information into this system on a regular basis and it is uploaded quarterly to EDMIS II. Additionally, a portion of the WebCATS licenses are shared with the Governor's Office of Economic Development and serves their needs in a Customer Relations Management role. The WebCATS software subscription is the primary IT administration tool used by SBDC and as additional capabilities are offered by the vendor, they will be evaluated and pursued if justified. Some items under consideration include:

- Zip Code Mapping.
- Duplicate client reconciliation.
- E-Center 2.0 Update

Benefits: Accountability for expenditures of federal, state and local dollars on SBDC Program activities. Information on statewide SBDC Program activities that is readily accessible to the program's stakeholders – SBA, state legislature, Montana Department of Commerce, local economic development organizations.

Risks: If not upgraded, the vendor will no longer support the software.

Agency IT goal support: Accountability for program outcomes in relation to program expenditures.

Critical success factors: It is successfully being used now to report outcomes to the SBA and other stakeholders.

Est. Cost: \$7,000 (annual maint) Timeframe (FY): 2009 forward EPP Ref: 5110

Est. Cost: \$3,200 (est E-Center & one-time cost items) Timeframe (FY): 2009 EPP Ref: 2007

Accomplishments:

- ***E-Center Direct 2.0 Update (a web-based automatic system for registering SBDC clients for services) was completed through our vendor Outreach Systems, Inc. (Also, we recently developed a client intake assessment form that can be accessed through E-Center Direct that screens both MTIP and SBDC clients for services.)***
- ***Duplicate Client Reconciliation completed by Outreach Systems in August 2009***

- *Zip Code mapping will probably not be pursued.*
- *The Governor's Office discontinued their use of WebCATSs in 2009, and our license count for this product was reduced accordingly.*

Status: Ongoing. WebCATS continues to be funded from the SBDC lead center budget.

ITO 1-8 Energy: Investigate alternatives to digitize and categorize received information, to include brochures and publications.

Objective business requirements or problem: Need to efficiently administer and organize information that EPDD receives from publications and other organization so that it is easily accessible.

Benefits: Quantifiable labor savings due to efficiency and improved customer service levels. The customers that would be served in this objective would be businesses and individuals who are interested in developing energy in Montana. This would serve as a digital clearing house. The division could efficiently provide brochures or publications of useful technologies to clients as well as research previous activities that clients have been involved in.

Risks: Failure to complete as expected may impair the delivery of a core component of the Division's mission.

Agency IT goal support: Maximize human resources and provide better customer service.

Critical success factors: A system has been implemented, users are trained and information is efficiently being administered and made available to our clients.

Est. Cost: Internal Resources Timeframe (FY): 2012 EPP Ref: N/A

Accomplishments: This objective was intended to help the Energy Promotion and Development Division (EPDD) manage the information it receives in hard copy format. However, most information that EPDD now receives is in electronic format which has alleviated significantly the need to manage hard copy information thus lowering the priority of this objective. EPDD continues to manage hard copy information manually which has resulted in our deferring work on this objective for higher priority tasks but EPDD will keep this as an objective and investigate any cost effective electronic alternatives.

Status: Substantially completed.

ITO 1-9 Energy: Investigate alternatives for an application to organize and administer our customer relations management and communication processes.

Objective business requirements or problem: Need to efficiently and accurately correspond with businesses interested in developing energy in Montana

Benefits: The Division needs to accurately organize contacts and correspondence with clients. This would decrease the time it takes to respond to requests for information and provide a more orderly response and information delivery capability.

Risks: Currently the method that EPDD uses to organize and track correspondence with clients and information on clients is fragmented and disorganized. Creation of a database or use of other software alternatives would result in better organization and improved services in a concentrated effort.

Agency IT goal support: Maximize human resources and provide better customer service.

Critical success factors: System has been implemented, users are trained.

Est. Cost: Internal Resources Timeframe (FY): 2009 EPP Ref: 2007

Accomplishments: This objective is 100% complete as EPDD has met and discussed this objective with Commerce IT staff and reviewed subscription based customer relations data base service providers and determined that existing software that Commerce IT provides and supports is adequate to manage our customer relations and communication processes.

Status: Completed.

ITO 1-10 HD – Implement software upgrades to key HD division applications.

Objective business requirements or problem: The division's (BOH, PBS8, TBS8, HOME) primary software applications (Emphasis, HDS and HAPPY) will be updated as vendor provides new software releases or upgrades to meet the requirements of our business partners and regulations within our industry segments.

Benefits: Software is continuously updated and new features must be added. Federal mandates require that immediate updates be made to comply with changes in regulations.

Risks: If not performed we may be out of compliance with regulations or issues with the software may not be addressed. If software is not kept current, vendor may no longer be able to provide support which in turn may jeopardize the business function.

Agency IT goal support: ITG1

Critical success factors: Software upgrades are implemented efficiently and reliably.

Emphasis Support (Annual)

Est. Cost: \$145,000	Timeframe (FY): 2009	EPP Ref: 2007
Est. Cost: \$165,000	Timeframe (FY): 2010	EPP Ref: 7415
Est. Cost: \$185,000	Timeframe (FY): 2011	EPP Ref: 7415

HDS & HAPPY Support (Annual)

Est. Cost: \$20,000	Timeframe (FY): 2009	EPP Ref: 2007
Est. Cost: \$20,000	Timeframe (FY): 2010	EPP Ref: 7414 & 7415
Est. Cost: \$20,000	Timeframe (FY): 2011	EPP Ref: 7414 & 7415

Accomplishments: The maintenance of existing HD applications is being performed as planned.

Status: On-going.

ITO 1-11 HD – Expand document imaging within HD.

Objective business requirements or problem: Expand the use of imaging within the HD division in the PBS8, TBS8 and Home programs. Initial investment will include hardware (2 scanners) and ITSD setup services. Ongoing costs relate to ITSD image storage and software support.

Benefits: Ensure the tenant files information remains confidential, reduce file storage costs, improve access to existing files, improve general file management capabilities and better position these units for security, disaster recovery and COOP related planning.

Risks: If not performed, storage and security issues will mandate spending money in a less proactive manner.

Agency IT goal support: ITG1 and ITG3.

Critical success factors: We do not anticipate scanning all existing files however when files are worked or new Documents are received they would then be converted. We would have a time where both physical and electronic files are being used but this will gradually migrate to primarily a digital record storage

strategy.

Est. Cost: \$52,500	Timeframe (FY): 2010	EPP Ref: 7413
Est. Cost: \$32,500	Timeframe (FY): 2011	EPP Ref: 7413
Est. Cost: \$33,500	Timeframe (FY): 2012	EPP Ref: N/A
Est. Cost: \$34,500	Timeframe (FY): 2013	EPP Ref: N/A

Accomplishments: 90% of BOH programs use imaging. Section 8 will be implementing an imaging solution during the fall of 2010 via the procurement of an additional software module from their existing vendor.

Status: On-going.

ITO 1-12 HD – Evaluate HDS software hosting alternatives.

Objective business requirements or problem: The Housing Assistance Bureau may pursue additional capabilities of the HDS software that provide features increasingly needed by our public clients and delivered via web based technologies. This will require that the placement of the HDS application and delivery of these functions be further evaluated to ensure they are reliable, secure and cost effective.

Benefits: Deliver more functions to our site visitors and landlords in the State of Montana by providing information that is necessary to manage their projects. Project managers will be able to share information with the database.

Risks: Analysis of the alternatives must be thorough, and if pursued, well planned and implemented to minimize any disruption to the business process.

Agency IT goal support: ITG1

Critical success factors: Analysis and evaluation prepared to allow executive direction to be set.

Est. Cost: \$15,000	Timeframe (FY): 2013	EPP Ref: N/A
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Accomplishments: Hosting of the Housing Division's applications at alternative sites will be evaluated during 2013 when the existing hardware is scheduled for replacement, or sooner if needed.

Status: On-going.

ITO 1-13 HD – Continue pursuit of Remote Conferencing.

Objective business requirements or problem: Reduce costs associated with enabling conference attendance in remote areas or by attendees from remote areas. Some progress in this area has been made in the use of software such as Go-To-Meeting and Vision-Net although the results have not been entirely satisfactory. This objective is to continue to evaluate and use potentially new options to reduce costs related to conference attendance and improve the access to our conferences.

Benefits: Reduced costs, energy savings, increased participation, and increased public satisfaction with our services.

Risks: None

Agency IT goal support: ITG1

Critical success factors: Satisfaction from our partners involved in conferencing.

Est. Cost: \$2,000	Timeframe (FY): 2009 Forward	EPP Ref: 7412
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Accomplishments: The Housing Division is increasingly using the GotoMeeting and GotoWebinar subscription services for meetings. At this time, no further products or facilities are anticipated.

Status: Substantially completed, but is an on-going item.

ITO 1-14 HD – Evaluate and implement additional Emphasys software functions.

Objective business requirements or problem: Continue to seek and implement additional efficiencies that may be available in the Board of Housing Emphasis software. This objective is to continue the process of evaluating available modules related to the BOH functions from the existing Emphasis vendor. Based upon a sound business case, those that are evaluated to be beneficial and funding is made available for, will be pursued for implementation. Some modules currently under consideration, (but not limited to) are the eDocs (\$55,500 in FY 2008) and Financial Portal (\$50,000 in FY 2010) modules.

Benefits: Improved business process efficiency.

Risks: None

Agency IT goal support: ITG1

Critical success factors: Satisfaction from our partners involved in conferencing.

Est. Cost: \$55,500 Timeframe (FY): 2008 EPP Ref: 2007

Est. Cost: \$50,000 Timeframe (FY): 2010 EPP Ref: 7415

Accomplishments: Currently, no additional modules are needed. The eDoc module was implemented as planned. This item will be reviewed periodically as the vendor releases additional modules, or there are substantial changes in the regulatory environment that would mandate additional or changed functionality of the applications.

Status: On-going.

ITO 1-15 HD – HOME IDIS software procurement and implementation.

Objective business requirements or problem: The HOME program is currently being administered with manual and basic desktop products such as Excel and WORD. With the increased volume of grants to administer, software must be found and implemented to perform this function acceptably.

Benefits: HOME program staff is finding increased workload too much to manage due to the lack of an automated grant tracking system and the problem is only going to escalate due to new grants awards and minimal grant expirations from the HOME portfolio.

Risks: None

Agency IT goal support: ITG1

Critical success factors: Software is selected and implemented and staff is trained.

Est. Cost: \$100,000 Timeframe (FY): 2008 EPP Ref: 2007

Accomplishments: All planned modules have been implemented and the final electronic interface to HUD is being implemented. This is dependent upon HUD's ability to stabilize and finalize their new data transfer infrastructure.

Status: Substantially completed.

ITO 1-16 HD/PBSEC8 - Purchase additional HDS modules.

Objective business requirements or problem: Housing Assistance Bureau will utilize new software features to enhance our presence and increase the Bureau's performance. Additional modules of the HDS software will be evaluated and a business case developed to determine if additional modules should be implemented. This item is for a special module that will provide an automated interface/transfer of information to HUD.

Benefits: Local property managers and owners will benefit by entering information directly into WCMS database.

Risks: None

Agency IT goal support: By reducing data entry workload, management funding, and project status for the 106 projects.

Critical success factors: When software options are identified and researched to develop a business case so that executive management can make strategic decisions to pursue the additional modules.

Est. Cost: \$25,000 Timeframe (FY): 2010 EPP Ref: 7415

Accomplishments: This item is a place holder task. Periodically, the vendor or HUD releases changes or updates that requires an update or addition to the HDS application supporting this business function. Presently, there isn't an additional module or function that has been identified as needed in the near term.

Status: On-going, monitoring.

ITO 1-17 HD/TBSEC8 – Update/implement FileMaker 9 Database version.

Objective business requirements or problem: Housing Assistance Bureau will utilize new features to enhance our presence and increase the Bureau's performance by upgrading the HAPPY software database to version 9. This is required by the HAPPY software vendor for TBSEC8 to continue to receive vendor support.

Benefits: All TBSEC8 to continue to run software that is supported by the vendor and also take advantage of new capabilities of the software.

Risks: If not upgraded, the vendor will no longer support the software.

Agency IT goal support: Maintain software solutions that meet the unique requirements of TBSEC8.

Critical success factors: When FileMaker 9 version of the database is installed and implemented and all operational, support and/or recovery procedures are updated to reflect the use of the new database software version.

Est. Cost: \$25,000 Timeframe (FY): 2008 EPP Ref: 2007

Accomplishments: This item was completed as planned.

Status: Complete.

Goal Number 2:

ITG 2 Increase E-Government Services

Description: The Department will enhance E-Government services to better serve our customers.

Benefits: Enhanced web services allow the agency to deliver its services 24-7-365 and greatly improve agency efficiency. The beneficiaries include the citizens of the State of Montana, Department staff, and Department customers.

Does this goal support the State IT Strategic Plan? If so, how? Yes, State IT Strategic Plan, Goal 5 – Improve Government Services.

Supporting Objectives/Actions

ITO 2-1 MHC – Research e-newsletter and associated software needs.

Objective business requirements or problem: MHC currently publishes a paper newsletter several times a

year. With rising print and postage costs, it makes sense to research the possibility of moving toward an electronic distribution of this information.

Benefits: Cost savings in print, postage, ability to distribute e-newsletters more frequently, with color, and enhancements.

Risks: Current work load and budget may not allow this to be accomplished.

Agency IT goal support: Electronic capabilities are utilized to better serve customers.

Critical success factors: Newsletter will be distributed electronically

Est Cost: \$200 Timeframe (FY): 2008 EPP Ref: 2007

Accomplishments: MHC has an eNewsletter at this time.

Status: Completed.

ITO 2-2 MHC – Research posting of virtual tours, electronic field trips and online training capabilities.

Objective business requirements or problem: Many educational and tour-related websites currently provide the opportunity for visitors to get a taste of what the site is like, using a virtual tour or abbreviated field trip of the sites. There are many areas of Virginia City and Nevada City that are not available to the public for safety and security reasons. This objective would provide the opportunity for visitors to get a taste of behind-the-scenes resources and could potentially bring MHC dollars through behind-the-scenes tours on-site.

Benefits: Keeping up with comparable tourism and educational groups, potential for additional revenue.

Risks: Current work load and budget may not allow this to be accomplished.

Agency IT goal support: Electronic capabilities are utilized to better serve customers.

Critical success factors: Virtual tours and field trips would be available on our website.

Est Cost: Internal Resources Timeframe (FY): 2012 EPP Ref: N/A

Accomplishments: MHC has not had the staff or technical resources to accomplish this item.

Status: Delayed.

ITO 2-3 MHC – Develop online store and shopping cart through Montana Interactive with capability to purchase using debit/credit card.

Objective business requirements or problem: MHC currently has a gift store in Virginia City and would like to provide customers the ability to shop online and purchase items with a debit/credit card, and a choice of shipping options. Work order has been submitted to ITSD and is in process with Montana Interactive.

Benefits: An online store will provide the opportunity for a new revenue source to the Commission. This service will also help promote Virginia City, Nevada City and Reeder's Alley through sale of related products.

Risks: Security must be provided for identify protection of customers and MHC deposits.

Agency IT goal support: ITG2

Critical success factors: Online store will be operational.

Est Cost: 500 (\$1/transaction) Timeframe (FY): 2009 EPP Ref: 2007

Accomplishments: MHC has this capability and plans to use it in a limited way this holiday season.

Status: Substantially completed.

ITO 2-4 MHC – Develop online registration for Hands-On History Camp for youth ages 11-15, Registrations to begin April 1, 2008.

Objective business requirements or problem: MHC currently has information on the web for history camp and a downloadable registration form. This objective will provide history campers the ability to apply and pay online with debit/credit card. The website will also provide the opportunity for donors to sponsor history campers and to make sponsor contributions online. Work order has been submitted to ITSD and is in process with Montana Interactive.

Benefits: Online registration will provide more efficient processing of history camp applications, and will save staff time manually processing registrations. The website will also provide the opportunity for donors to sponsor campers and to make contributions online using credit/debit card.

Risks: Security must be provided for identify protection of customers and MHC deposits.

Agency IT goal support: ITG2

Critical success factors: History camp registration will be set up online.

Est Cost: \$1/transaction Timeframe (FY): 2009 EPP Ref: 2007

Accomplishments: MHC has accomplished this task in a limited fashion via online forms that their clients can print and mail in.

Status: On-going.

ITO 2-5 MHC – Setup online reservation system for train tickets

Objective business requirements or problem: MHC currently receives phone reservations for monthly Moonlight & Steam train tickets. This objective would provide online reservations and payment for tickets with debit/credit card. Work order needs to be prepared and submitted to ITSD and Montana Interactive.

Benefits: An online reservation system will provide customers the opportunity to view availability for monthly moonlight & steam train rides. This objective would also save staff time processing reservations, receiving manual payments, and recordkeeping. The online system would provide a one-stop shop for all train tickets.

Risks: Security must be provided for identify protection of customers and MHC deposits

Agency IT goal support: ITG2

Critical success factors: Online train ticket reservation system will be in place.

Est Cost: \$1/transaction Timeframe (FY): 2009 EPP Ref: 2007

Accomplishments: Preliminary investigation included evaluating options from Montana Interactive for a custom solution, and other software as service options. Further progress has not been made due to resource limitations.

Status: Delayed.

ITO 2-6 MHC – Develop online registration system for Virginia City Institute classes.

Objective business requirements or problem: MHC currently has information on the web for Virginia City Institute and a downloadable registration form. This objective will provide VCI applicants the ability to apply and pay online with debit/credit card. Work order has been submitted to ITSD and is in process with Montana Interactive.

Benefits: Online registration will provide more efficient processing of VCI applications, and will save staff

time manually processing registrations.

Risks: Security must be provided for identify protection of customers and MHC deposits.

Agency IT goal support: ITG2

Critical success factors: Online registration will be available for Virginia City Institute classes.

Est Cost: \$1/transaction Timeframe (FY): 2009 EPP Ref: 2007

Accomplishments: A software as a service option has been identified, but further actions related to procurement and deployment have not yet been undertaken.

Status: Delayed.

ITO 2-7 MHC – Procure software or a web based solution to aid in the administration and tracking of donations in Helena and Virginia City.

Objective business requirements or problem: MHC receives donations and has a need to track these as well as a membership database. Work order needs to be prepared and submitted to ITSD and Montana Interactive.

Benefits: Increase revenues to Montana Heritage Commission.

Risks: Current work load and budget may not allow this to be accomplished.

Agency IT goal support: ITG2

Critical success factors:

Est Cost: \$500 Timeframe (FY): 2008 EPP Ref: 2007

Accomplishments: There has been no progress on this item.

Status: Delayed.

ITO 2-8 MPD - Region Filing/Reporting Application

Objective business requirements or problem: In an effort to provide more effective reporting and tracking of CVB and Regional Marketing Plans an application will be built that will allow CVBs and Regions to post and update their marketing plans. This information will be available to the industry through an intranet portal.

Benefits: This will automate the process of Regions and CVB's posting and updating their marketing plans online and allow for easier review and access.

Risks: This is a small project with limited risks. MPD will write very tight requirements and effectively manage the project.

Agency IT goal support: This initiative relates directly to enhancing the growth of the Montana economy through the promotion of tourism development, promoting and protecting historic sites, and the marketing of Montana as a travel and filmmaking destination.

Critical success factors: The application will be developed, fully functional, tested and in production.

Est. Cost: \$40,000 Timeframe (FY): 2009 EPP Ref: 2007

Accomplishments: This initiative has been cancelled and has not been funded. The MTOT determined this process can easily be done manually and the \$40,000.00 expense could not be justified.

Status: Canceled.

ITO 2-9 HD – Housing Search Page

Objective business requirements or problem: Provide citizens of Montana another tool to find affordable housing. Estimated costs in FY 2008 are \$25,000 and annual subscription costs thereafter are estimated to be \$18,000 each year.

Benefits: Provide one location for Montanans to search for affordable housing in their communities.

Risks: None

Agency IT goal support: Enhance E-Government services to better serve our customers.

Critical success factors: Website is complete.

Est. Cost: \$25,000

Timeframe (FY): 2009

EPP Ref: 2007 / 7412

Accomplishments: This item is completed, and the user base is expanding.

Status: Completed.

ITO 2-10 CDD – On-line Version of Uniform Application Form for Montana Public Facilities Projects

Objective business requirements or problem: Create a user-friendly version of the Uniform Application Form for Montana Public Facilities Projects that can be completed by local government applicants on-line. A work order needs to be developed and submitted to ITSD and Montana Interactive.

Benefits: : The federal and state infrastructure agencies participating in the WASACT group (Water & Sewer Agencies Coordinating Team) made a number of improvements to the Uniform Application form during the period covered by the current IT Plan. However, local government applicants still do not have the capacity to submit the form electronically on-line. The development of the on-line application form would be coordinated by the principal WASACT funding agencies (U.S. Department of Agriculture, Rural Development and the Montana Departments of Commerce, Environmental Quality, and Natural Resources and Conservation).

Risks: None

Agency IT goal support: Enhance E-Government services to better serve our customers.

Critical success factors: Website is complete.

Est. Cost: Unknown

Timeframe (FY): 2010

EPP Ref: 6010

Accomplishments: No further progress has been made on creating the on-line versions of the Uniform Application; this project is a multi-agency coordinated effort. The project is approximately 20% done.

Status: On-going.

ITO 2-11 CDD – Community Technical Assistance Program (CTAP) Webpage

Objective business requirements or problem: Use a customer-centric approach to review and redesign Department's CTAP website to make technical assistance and publications more accessible and user-friendly for CTAP's customers.

Benefits: CTAP was eliminated from the state budget in 2003 but was re-authorized by the 2007 Legislature but with a very limited budget. CTAP hopes to make significant use of the Department's website to provide assistance in community planning to both public sector and private sector clients and to cost-effectively disseminate technical assistance publications through downloads from the CTAP website.

Risks: None

Agency IT goal support: Enhance E-Government services to better serve our customers.

Critical success factors: Website is complete.

Est. Cost: Internal staff

Timeframe (FY): 2010

EPP Ref: N/A

Accomplishments: As part of the conversion to Sharp Content, the CTAP webpage was reviewed, revised, and updated to provide more user-friendly access to technical assistance information. This project is approximately 60% done.

Status: On-going.

Goal Number 3:

ITG 3 Secure Department IT resources.

Description: Secure Department hardware, software, and data to prevent unauthorized access, alteration, or loss and ensure business continuity.

Benefits: Secure information systems benefit everyone because secure systems ensure business continuity in the event of a disaster or attack.

Does this goal support the State IT Strategic Plan? If so, how? Yes, State IT Strategic Plan, Goal 4 – Protect privacy of individual and information.

Supporting Objectives/Actions

ITO 3-1 MDOC - Security Program

Objective business requirements or problem: MDOC does not have a formal security plan, but does follow and has adopted enterprise security policies. We have assigned security duties to a specific position within the IT staff, and a number of local security related functions are distributed within the agency. With the increasing complexity of addressing the many new security related policies and the interim Enterprise Information System Security Policy and Montana Enterprise Information Technology Security Architecture we plan to perform the following:

- A) Formalize our security related processes, structures, policies and methods into a single MDOC Security Program Document.
- B) Self assess our compliance with the requirements out-lined in the interim Statewide Information Technology Policy and Montana Enterprise Information Technology Security Architecture drafts to chart our future development needs within the IT Security discipline.
- C) We will request the additional staffing outlined in the above interim policies to separate the security functions from the IT staff. Progress on formalizing a Security Program, unique to MDOC and compliant with the interim policies stated above will be challenging. Full compliance with the interim policies, as currently understood, without additional staffing, will be impossible.

Benefits: MDOC will be better protected from security threats and prepared to address security related incidents.

Risks: Full compliance with security related technologies, policies and procedures is becoming increasingly difficult. Funding and the availability of internal resources will impact our ability to deliver a security program as outlined in the interim policies. Security is a priority item, and as this segment of the IT work load increases less staff time is available for standard support, maintenance and development activities. As a result, without additional staffing, other IT functions are suffering and progress on new initiatives is impaired.

Agency IT goal support: ITG3

Critical success factors:

Est. Cost: \$157,053 (additional staffing) Timeframe (FY): 2010 EPP Ref: 8101

Est. Cost: \$142,668 (additional staffing) Timeframe (FY): 2011 EPP Ref: 8101

Accomplishments: *Commerce has designated an Information Technology Security Manager who participates in the Information Security Manager Group. Risk assessments have been performed in the Housing Division and the Promotions division. Progress on the Information Security Program has been limited due in part to limited resources, as well as the change of methodology within the State whereby each agency is responsible for the development of their own 'program'. Commerce continues to rely on the legacy Enterprise Security Policies, until complementary, Commerce specific policies can be implemented.*

Status: *On-going.*

ITO 3-2 MDOC – COOP Plan Update

Objective business requirements or problem: MDOC intends to update its existing COOP plan and improve its content to meet state and federal standards. Additionally, the plan will be placed in the LDRPS application so that the Department may take further advantage of the efficiencies that are available from this software.

Benefits: Our critical business processes are able to continue to function even though an un-anticipated incident causes a serious threat or disruption.

Risks: Crafting a COOP plan that is general enough to address all the realistic situations that we may face, yet also detailed enough to provide a meaningful, working Document that helps guide us efficiently when addressing an incident.

Agency IT goal support: ITG3

Critical success factors: For this stage, when the baseplan and all essential sub-plans are defined, and stored in the LDRPS software.

Est. Cost: Within existing MSD software maintenance. Timeframe (FY): 2009 EPP Ref: 2007

Accomplishments: *The existing COOP has been updated and partially loaded into LDRPS. This process will continue and the COOP plans will be enhanced as the COOP planning process continues to mature.*

Status: *On-going.*

ITO 3-3 MSD – Procure software or services to perform security vulnerabilities audit of web sites.

Objective business requirements or problem: The need for e-Government services and dynamic web site content is increasing. A recent web audit revealed that MDOC needs to test web sites periodically and as new sites are created to ensure that there are no security vulnerabilities. All web applications need to be tested and monitored for security vulnerabilities.

Benefits: Sensitive information is not disclosed via MDOC web sites and vulnerabilities are pro-actively identified and addressed. This is in compliance best practice recommendations.

Risks: Malicious attacks on Commerce web sites and web servers could result in phishing attacks, spam attacks or ability to collect sensitive data. A single vulnerability in one area could expose all our domains to risk.

Agency IT goal support: To protect the public's information provided to the MDOC and protect the state's assets from malicious software attacks.

Critical success factors: When a software or service is engaged to perform this vulnerability testing and it is a standard step in our operational plans.

Est Cost: \$5000

Timeframe (FY): 2010

EPP Ref: 8102

Accomplishment: This item was canceled as Commerce has decided to de-commission their agency web server and move to ITSD hosted services, which is now completed. ITSD has software that performs these tasks on ITSD hosted web sites.

Status: Cancelled.

ITO 3-4 MSD - Encryption Solution

Objective business requirements or problem: Protect sensitive information as needed on specific devices. Currently MDOC uses EFS encryption; however the state is looking at an enterprise solution that would be more secure. MDOC will evaluate and attempt to implement alternative solutions, if possible, if and when the state provides a firm direction.

Benefits: Secures sensitive data from being accessed if a portable device is stolen or compromised.

Risks: The technology is constantly changing and a solution proposed today may not be secure enough if future technology can break the encryption. The new solution will cost around \$100 per device.

Agency IT goal support: To secure sensitive data (ITG3)

Critical success factors: Solution works in an enterprise environment.

Est Cost: \$6100 Schedule (FY): 2010 EPP Ref: 8102

Accomplishment: We presently use EFS on a very limited basis and plan to evaluate WIN7 BitLocker as an alternative. Additionally, if it occurs, we plan to align with State software standards if one is established in this area.

Status: On-going.

ITO 3-5 MSD - Convert all MDOC web sites from ASP to ASP.Net

Objective business requirements or problem: Current technology is changing. MDOC views ASP.Net as the next migration step in our web content delivery strategy. We need to migrate to a new platform.

Benefits: We will continue to use the same technologies as DOA and will be able to integrate with state platforms such as ePass. Future applications will be more secure because the programming code is compiled making it harder for malicious attackers to access, change and re-code.

Risks: Technology changes rapidly and by the time we consider replacement, another technology may be preferred.

Agency IT goal support: To provide the public with e-Government services in a secure fashion and adapt to the current technology being utilized throughout state government. (ITG2)

Critical success factors:

Est Cost: \$5000 Schedule (FY): 2012 EPP Ref: N/A

Accomplishments: This item was recently completed via our move to the ITSD Sharp Content solution.

Status: Completed.

ITO 3-6 MBOH – Internal Control / Business Process Review

Objective business requirements or problem: With no COOP in place Housing is not prepared for a disruption to business. Additionally, MBOH must meet the requirements of DOA Internal Control Requirements (17-1-102, MCA), SAS 112 and COSO Management Internal Control Responsibilities. Professional services will be obtained to complement internal staff efforts to formalize internal control procedures, validate existing processes and provide additional recommendations if deficiencies are

identified.

Benefits: Housing will be prepared to still conduct business in the event of a disaster and MBOH will meet the requirements of our business partners and various over sight entities.

Risks: No

Agency IT goal support: ITG3

Critical success factors: COOP planning is completed, tested and implemented and MBOH and satisfy compliance with statutes or regulatory requirements.

Est. Cost: \$85,000 Timeframe (FY): 2008 EPP Ref: 2007 OTO

Est. Cost: \$15,000 Timeframe (FY): 2009 EPP Ref: 2007 OTO

Accomplishments: MBOH business process and internal control documentation were updated and IT contingency plans were drafted

Status: Substantially completed.

Goal Number 4:

ITG 4 Staff development and support tools.

Description: Provide staff the skills and tools necessary to support the business needs of our customers both inside and outside the Department.

Benefits: Improving the technical expertise of agency staff allows the agency to more effectively and efficiently serve our customers. The beneficiaries include the citizens of Montana, Department staff, and Department customers.

Does this goal support the State IT Strategic Plan? If so, how? Yes, State IT Strategic Plan, Goal 5 – Improving government services.

Supporting Objectives/Actions

ITO 4-1 MDOC - Web Content Management System Replacement for InSite

Objective business requirements or problem: Currently MDOC uses InSite for web content management. ITSD is replacing InSite with an in-house system. MDOC will need to evaluate whether the new content management system will meet its needs or possibly consider a new third party software application such as Adobe Contribute, or other alternatives.

Benefits: Program staff can continue to make updates to the content they are responsible for maintaining on the Internet. Program staff would not have to wait for IT staff to be available to post updates and add new items.

Risks: The new solution ITSD is building may not be compatible with our current web server configuration and/or it may not be cost effective.

Agency IT goal support: To provide the public with the most current and updated information available on services available from MDOC.

Critical success factors: Application will work with the current environment. Application will allow program staff to update, change and restore changes to the websites with minimal IT staff support.

Est. Cost: \$5000 Timeframe (FY): 2012 EPP Ref: N/A

Accomplishments: This was completed via our migration of our web content to the ITSD Sharp Content environment.

Status: Completed.

ITO 4-2 MDOC - Workstation Replacements

Objective business requirements or problem: The Department adheres to the State's best practice recommendation of replacing workstations every four years. Additionally, we are monitoring the State's plans for movement to the new Microsoft Vista operating system at the desktop level. MDOC's current strategy for implementing Vista is to wait until and if the State enterprise adopts Vista as a standard and then migrate to this operating system as part of the standard workstation refresh program.

Benefits: Appropriate hardware is reliable and available to run the applications required by our personnel. Equipment is purchased with 4 year warranties so that in the event hardware fails additional expenses are not incurred.

Risks: Some divisions do not have the funding to maintain this schedule.

Agency IT goal support: ITG4

Critical success factors: When workstations are replaced on schedule in an efficient manner. When support staff are trained and ready to begin Vista installations.

FY	2008	2009	2010	2011	2012	2013	EPP Ref:
Dept.							
BOI	19,200 (12)	19,200 (12)	19,200 (12)	19,200 (12)	19,200 (12)	19,200 (12)	7510
BRD	16,000(10)	6,400(4)	30,400(19)	14,400(9)	16,000(10)	6,400(4)	5110 & 5112
CDD	4,800(3)	14,400(9)	6,400(4)	8,000(5)	4,800(3)	14,400(9)	6010
FFA	4,800 (3)				4,800 (3)		7110
HD	16,000(10)	51,200(32)	25,600(16)	27,200(17)	16,000(10)	51,200(32)	7410 & 7412
EIPD	3,200(2)	4,800(3)	4,800(3)	3,200(2)	3,200(2)	4,800(3)	5510
MHC	3,200 (2)	8,000 (5)	9,600 (6)	6,400 (4)	3,200(2)	8,000 (5)	8010
MPD	30,400(19)	8,000 (5)	38,400 (24)	17,600 (11)	33,600 (21)	8,000 (5)	5211
MSD	8,000(5)	11,200(7)	8,000(5)	4,800(3)	8,000(5)	11,200(7)	8111

Est. Cost: See chart

Timeframe (FY): See chart

EPP Ref: See chart

Accomplishments: This has been completed as planned, with the exception of the MHC division which is lagging behind on their replacements due to funding. Commerce will be following the new standard for workstation replacements, which modifies the planned replacement period from 4 to 5 years.

Status: Completed as planned, and on-going.

ITO 4-3 MDOC - Server Replacements

Objective business requirements or problem: In accordance with state recommended best practices, MDOC will adhere to a standard replacement cycle of 5 years on servers.

Benefits: Equipment is more stable, less prone to failure and able to accommodate advancements in the software running on them.

Risks: Funding must be made available. Equipment must be correctly sized for the anticipated work load. Internal staff skills must be kept at an appropriate skill level to install and operate the equipment and maintain the software run on it.

Agency IT goal support: ITG4

Critical success factors: When servers are replaced on schedule in an efficient manner.

FY	2008	2009	2010	2011	2012	2013	EPP Ref:
Dept.							
BOI			10,000(1)				7510
BRD							
CDD							
ENG							
FFA							
HD	12,000 (1)	8,500 (1)				8,500 (1)	2007 – N/A
MHC							
MPD	90,000(12)	60,000(8)		30,000(4)	97,000(13)	120,000(16)	5211
MSD	75,000(2)	10,000(2)				75,000 (2)	2007 – N/A

Est. Cost: See chart

Timeframe (FY): See chart

EPP Ref: See chart

Accomplishment: This item has been performed as planned. Presently, all server replacements are evaluated to determine if the hardware should be replaced, or, if the hardware or function should be moved to the State Data Center or an alternative hosting option.

Status: Completed as planned, but this is also an on-going item.

ITO 4-4 MDOC – Convert to MS Office 2007

Objective business requirements or problem: MDOC needs to remain current on the software that is commonly used within the Department. MDOC will have significant internal resource costs related to training and installation of the new software. Costs related to the software itself are dependent on efforts currently underway by DOA/ITSD to engage enterprise licensing or alternative agreements. MDOC is presently forecasting \$100 per workstation/laptop for this upgrade, but anticipating a revision will be required.

Benefits: Standard upgrades and enhancements are made available by the vendor and we retain a common standard for communicating with our customers and peers.

Risks: If the software is not kept current, our ability to communicate and perform our mission becomes impaired and we will have difficulty addressing security issues. Support and end user training will be essential and a significant amount of internal resource time will be required.

Agency IT goal support: ITG4

Critical success factors: When all employees have this product installed and have taken the training that will be required for its efficient use and support.

FY	2008	2009	2010	2011	2012	2013	EPP Ref:
Dept.							
BOI			3,900 (39)				7510
BRD			4,300 (43)				5110 & 5112
CDD			2,000 (20)				6010
FFA			300 (3)				7110
HD			6,200 (62)				7410 & 7412
EIPD			800 (8)				5510
MHC			1,800 (18)				8010
MPD			4,800 (48)				5211
MSD			3,300 (33)				8111

Est. Cost: \$27,400

Timeframe (FY): 2010

EPP Ref: See chart

Accomplishments: This was completed as planned during the fall of 2009 at minimal cost due to the Microsoft Enterprise License agreement which saved us the cost of procuring the licenses independently.

Status: Completed.

ITO 4-5 MSD – Common use software maintenance.

Objective business requirements or problem: MDOC Management Services Division will keep those software products that are used jointly by multiple divisions current and up to date with release and support levels. Some of these software products are: Track-IT, Go-To-Meeting, NetTracker, Patch-link, and LDRPS.

Benefits: Software remains current so that all new functionality is available, and the vendor is better able to provide assistance or support in the event issues arise.

Risks: Funding must be available and support staff must have the time and resources to test and implement new versions using best practice support methodologies.

Agency IT goal support: ITG4

Critical success factors: Software is implemented timely, using reliable and appropriate methods.

Est Cost: \$14,729

Timeframe (FY): 2010

EPP Ref: 8102

Accomplishments: This item has been completed as planned and is on-going. Costs were less than expected as we have discontinued the use of NetTracker and Patch-Link software. The LDRPS software is provided by ITSD.

Status: Completed and on-going.

ITO 4-6 MSD – Web Server, infra-structure hosting evaluation.

Objective business requirements or problem: The MDOC agency web server offers static content to the public concerning our mission, information appropriate to our programs and a variety of content appropriate to our employee and public audiences. The demands placed upon this server are expected to increase as well as the additional needs to further secure this server from malicious intent and enable emerging web technologies such as audio/video content. This objective is to analyze our present configuration, placement of equipment, capacity and baseline infra-structure attributes to ensure it meets our needs and remain in compliance with enterprise objectives.

Benefits: Provide a web content delivery capability that is secure, stable and as economical as possible.

Risks: Our web presence may be unstable, more expensive than need be, vulnerable to malicious intent, and unable to support emerging web technologies.

Agency IT goal support: ITG4

Critical success factors: When servers are replaced on schedule in an efficient manner.

Est Cost: \$5,000

Timeframe (FY): 2008

EPP Ref: 2007

Accomplishments: This was completed as planned and Commerce has recently completed the move from our agency web server to the ITSD Sharp Content environment.

Status: Completed.

ITO 4-7 MSD – Establish Viable Server Test Platforms

Objective business requirements or problem: MDOC (with the exception of the MPD and BOI divisions) is

not in compliance with the best practice objective of providing viable test platforms for all applications we operate. These include AOD, HDS, Track-IT, Web Services, PatchLink and (Novell products). It is our intention to re-purpose server equipment that is currently scheduled to be surplus and establish a test a) Windows 2003 Server and b) Netware Server.

Benefits: Provide a test environment so that application upgrades or revisions can be tested prior to migrating changes to our production platforms.

Risks: Upgrades are not made in a timely fashion due to the availability of viable test platforms. Changes may be made directly to production applications which significantly increase the risk to the business processes.

Agency IT goal support: ITG4

Critical success factors: When the (2) servers are prepared and available for application loading. Key user community personnel have the knowledge and access to perform testing using appropriate change control methodologies.

Est Cost: Internal Resources

Timeframe (FY): 2008

EPP Ref: N/A

Accomplishments: This was completed as planned.

Status: Completed.

ITO 4-8 MSD – IT Workforce Development.

Objective business requirements or problem: In support of the State IT objective of implementing a work force development plan, MDOC plans the following in support of this State Enterprise goal.

- Compile a skills inventory for employees within existing IT positions.
- Identify growth areas and needs assessments based upon the employee and requirements of the position.
- Identify and pursue training opportunities that may become available.

Benefits: Our staff's development takes a more deliberate course and planning becomes more efficient. Staff is prepared to perform the requirements of their position and retention is improved.

Risks: Staff is not adequately prepared to perform their job assignments and meet the challenge of new or emerging technology.

Agency IT goal support: ITG4

Critical success factors: Software is implemented timely, using reliable and appropriate methods.

Est Cost: Internal Resource Time

Timeframe (FY): On-going

EPP Ref: N/A

Accomplishments: A skills inventory has not been prepared, but staff training is planned at the start of the fiscal year and training opportunities are evaluated throughout the year as training sessions become available that are compatible with initiatives we have identified.

Status: On-going.

ITO 4-9 MHC – Improve Network Communications in Virginia City.

Objective business requirements or problem: The network communication speeds to Virginia City are slow, experience frequent lockups and shut downs requiring staff to reboot when trying to accomplish simple tasks such opening network files and email. Because of the slowness of accessing network files, staff resort to saving files on their local hard drives. This data is not backed up and significant data losses have happened when hard drives have crashed. Upgrading of the communication capability from ITSD to Virginia City would provide for safer storage of data files, allow network software (and other future applications) and databases to be hosted at ITSD where acceptable hosting facilities exist. Preliminary

estimates to establish 1M communication link from the Mitchell Building to VC is \$1,165 monthly.

Benefits: Employees and IT resources in the Virginia City and Nevada City areas are able to take advantage of the State Enterprise resources and comply with State IT Policies related to security.

Risks: Funding. If this communication line isn't improved, the management of data is at risk.

Agency IT goal support: ITG4

Critical success factors: When this communication capability is in place for at least one core location where employees are located in the Virginia City/Nevada City area.

Est Cost: \$14,500 Timeframe (FY): 2010 EPP Ref: 8010

Accomplishments: Funding has not been available to perform this objective. Alternatively, small external drives have been purchased to provide an improved level of backup for the desktop devices, and consideration is pending concerning the possibility of taking the MHC Virginia City staff off of the state network and operating with a version of the ITSD Citrix Teleworker site.

Status: Cancelled.

ITO 4-10 MHC – Install network version of Past Perfect software and research best option for software placement/hosting.

Objective business requirements or problem: MHC has purchased a network software package (Past Perfect) for managing records of the artifact collections at Virginia City and Nevada City. The networked version of this software needs to be installed so that multi users can access a single database, and the software must be hosted on facilities that meet state policy standards. The existing situation requires that single use copies of the software be installed locally on a number of workstations. Upgrading of the communication capability from ITSD to Virginia City would allow the Past Perfect software (and other future applications) and database to be hosted at ITSD (or elsewhere) where acceptable hosting facilities exist. Preliminary estimates to host the Past Perfect software on an ITSD facility are \$765 a month per Gigabyte. It is estimated that 1 G would be used the first year. Actual growth would then need to be assessed. Alternative solutions such as local placement of a server will also be evaluated.

Benefits: Network capable Past Perfect software will give staff the capabilities to manage artifact collection records on a single copy of the database and eliminate the need to copy stand alone records to a master. Data would be secured per the requirements of state policies.

Risks: Funding. If this information is not moved to a secure facility, the data and management of these artifacts will be in jeopardy.

Agency IT goal support: ITG4

Critical success factors: When the network version of the Past Perfect software is hosted on acceptable facilities and is available for use by MHC employees, and all stand alone database files are deleted from local hard drives.

Est Cost: \$9,200 (annual) Timeframe (FY): 2010 EPP Ref: 8010

Accomplishments: Has not been performed due to limited funding.

Status: Delayed.

ITO 4-11 MPD - Upgrade Web Server OS

Objective business requirements or problem: In order to take advantage of new functionality and technologies in Windows Server Version 2008 we will upgrade all of our Web servers.

Benefits: Increased performance of our Web sites, new .NET functionality and new features.

Risks: This initiative is very low risk. The only risk anticipated is an error in the upgrade rendering the OS

inoperable.

Agency IT goal support: This initiative relates directly to enhancing the growth of the Montana economy through the promotion of tourism development, promoting and protecting historic sites, and the marketing of Montana as a travel and filmmaking destination.

Critical success factors: All servers will be fully functional and operating on Windows 2008 server.

Est. Cost: \$12,000

Timeframe (FY): 2009

EPP Ref: 2007

Accomplishments: This initiative has been partially funded and is on-going. This task is dependent on completion of the .NET conversion. Currently our Web survey application will only work on Windows 2000. When that software has been updated we can upgrade our servers.

Status: On-going.

ITO 4-12 MPD - Add Tape Back-up

Objective business requirements or problem: As the amount of content increases on visitmt.com and other sites increases in addition to the growth of our Oracle databases we project we will need an additional tape backup system by 2010.

Benefits: With additional back up we will be able to restore our servers and files quickly and efficiently.

Risks: There is little risk associated with this project.

Agency IT goal support: This initiative relates directly to enhancing the growth of the Montana economy through the promotion of tourism development, promoting and protecting historic sites, and the marketing of Montana as a travel and filmmaking destination.

Critical success factors: All of our data will be adequately backed up in a reasonable amount of time.

Est. Cost: \$11,000

Timeframe (FY): 2010

EPP Ref: 5213

Accomplishments: This initiative has been cancelled and has not been funded. Again, our IT audit indicated a need for us to reduce our IT footprint. With this strategy in mind it was determined we could get by with our current back-up system while we reduce the number of servers we host.

Status: Cancelled.

ITO 4-13 MPD - Film Editing Equipment

Objective business requirements or problem: The Montana Film Office is using edited digital video to distribute location information to directors, producers and studios. Currently the work is being outsourced. It will be much cheaper to do this work internally. The plan is to use a powerful workstation in conjunction with Final Cut Pro software to edit existing and yet to be shot footage into promotional videos to promote film and tourism.

Benefits: The Film Office will be better able to supply high quality digital video of potential locations to prospective filmmakers and attract more productions to the state resulting in a economic benefit to the State.

Risks: There is very little risk associated with this initiative.

Agency IT goal support: This initiative relates directly to enhancing the growth of the Montana economy through the promotion of tourism development, promoting and protecting historic sites, and the marketing of Montana as a travel and filmmaking destination.

Critical success factors: All of our data will be adequately backed up in a reasonable amount of time.

Est. Cost: \$21,000

Timeframe (FY): 2009

EPP Ref: 2007

Accomplishments: This initiative has been funded and is complete. The Film Office uses Adobe Final Cut Pro and a Mac to edit their digital video files.

Status: Completed.

ITO 4-14 HD - Provide TBS8, PBS8, and MBOH Staff with annual training.

Objective business requirements or problem: The Housing Division has purchased software in accordance with State policies, as a result the staff must continue to take annual training provided by the vendors and others to remain current with the changing regulations of the industry and the functions of the software to address these regulations.

Benefits: Regulatory compliance is achieved through the proper use of the software being used.

Risks: No.

Agency IT goal support: Enhance the performance of the Bureau's mandates, missions, core competencies, and business processes through the appropriate and effective application of current and standardized IT resources.

Critical success factors: Completion of training.

Est. Cost: \$44,000

Timeframe (FY): 2009

EPP Ref: 2007

Accomplishments: Training is being performed as planned.

Status: On-going.

ITO 4-15 BRD/SDBC/MTIP - Webinars or Streaming Videos to deliver Montana Technology Partnership (MTIP) training services

Objective business requirements or problem: NOTE: The objective of this item is to give voice to the need for the capability of providing streaming video content to the public. MDOC does not have specific cost information, nor a funding strategy in place to pursue this. It is stated within this plan merely to contribute to the enterprise's efforts to enhance the state's network and infra-structure to enable this technology capability.

Benefits: The Montana Technology Partnership Program (MTIP) delivers 6-9 seminars statewide annually. Live video presentations would reduce the number by 30%. Webinars and streaming videos for less complex seminars, or by national presenters that would appeal to a wide audience, delivered over the Internet, are a more cost effective way to deliver these services by reducing the number of staff hours involved in conducting statewide workshops, and providing better access by being available to individuals on their own time.

Live videos through streaming or webinars would benefit the subset of 116,000 businesses in the state who are technology based, the innovative entrepreneurs, and the independent inventors. These individuals and companies needing assistance with new inventions, commercializing technologies into companies, intellectual property issues, patenting, preparing SBIR applications to the federal government.

Risks: Funding to develop these tools. Also, there might be an inherent risk with security, i.e. potential copyright violations of the knowledge in the presentation developed by the Department's contractor.

Agency IT goal support: More affordable and easier access to program services.

Critical success factors:

Est. Cost: Unknown

Timeframe (FY): 2012

EPP Ref: N/A

Accomplishments: The MTIP technology consultants recently developed training modules that will be created as Webinars (through the Department's GoToWebinar) and will be archived on the SBDC Intranet for viewing by SBDC business advisors to assist them in delivering these services to technology businesses. We will pay for this out of the lead center SBDC budget. Costs unknown at this time. 25% completed.

Status: Ongoing.

SECTION 2: IT INITIATIVES STATUS UPDATE

Complete this section by copy and pasting the IT Initiatives listed in section 7.1 of your agency's 2008 plan. After each initiative, insert the two additional questions for status and funding. Answer these two questions.

2.1 IT Initiatives *(Taken from 2008 plan and 2009 update)*

Title: ITO 1-1 MHC – GIS Mapping

Description: Research software needs of staff and further develop use of GIS maps, design, and architectural computer capabilities to enable better use of existing data and maps. This will eliminate the need to contract with private consultants for this work.

EPP Number (if applicable): 8010

Status: *On-going with internal Commerce staff.*

Funding: *Not funded.*

Title: ITO 1-4 – MPD – Tourism Application Rewrite

Description: Our current version of the application is written in .asp. We will convert the entire application to a more current technology .NET. Asp is no longer supported by Microsoft. Part of this process will be to integrate the Film Office records into the tourism database. This will also allow customers to update their records via the Web.

EPP Number (if applicable): 5212

Status: *This initiative has been partially funded and is on-going. MPD awarded a CEP to Axiom IT Solutions in June 2010 to help us convert the remaining sections of our primary consumer site, visitmt.com to .NET.*

Funding: *Partially funded.*

Title: ITO 1-5 – MPD - Emerging Technologies

Description: The internet is a very dynamic environment. New technologies are emerging on a monthly basis. We need to be prepared to integrate those new technologies into our marketing efforts.

EPP Number (if applicable): 5212

Status: *On-going. This initiative has been partially funded and is on-going. In July of 2010 an RFP was posted for MPD to acquire a mobile version of visitmt.com. Because of the variety of mobile platforms and browsers it was determined the best approach was to work with a company that can dynamically convert our site to the appropriate platform depending on the device. MPD continues to monitor other new and emerging technologies and devices.*

Funding: *Partially funded.*

Title: ITO 1-6 - BRD/CEIC - Economic/Demographic/Housing Online Database and Interactive Internet Mapping

Description: To create and maintain an online database accessible through CEIC's website and to enhance this database with interactive mapping capabilities in preparation for the 2010 Census and continuation of the new American Community Survey (ACS). Clients can not only access real time data, but they would also have the ability to map the data for their geographic area. At the current time, CEIC only provides data in static format, Excel or PDF files. Adding the interactive database would provide a better service to our clients.

EPP Number (if applicable): 5113

Status: *Phase I is substantially completed. Phase II will begin in 2011.*

Funding: *Phase I and Phase II are both funded.*

Title: ITO 1-7 - BRD/SBDC – Continue use of WebCATS software and pursue additional capabilities if appropriate.

Description: The SBA requires all counseling, training, and capital infusion data to be uploaded to the federal management information system, EDMIS II. The WebCATS system is the bridge to that system. The 10 SBDC offices across the state enter their service delivery information into this system on a regular basis and it is uploaded quarterly to EDMIS II. Additionally, a portion of the WebCATS licenses are shared with the Governor's Office of Economic Development and serves their needs in a Customer Relations Management role. The WebCATS software subscription is the primary IT administration tool used by SBDC and as additional capabilities are offered by the vendor, they will be evaluated and pursued if justified. Some items under consideration include:

- Zip Code Mapping.
- Duplicate client reconciliation.
- E-Center 2.0 Update

EPP Number (if applicable): 5110

Status: *Substantially completed.*

Funding: *Funded.*

Title: ITO 1-10 - HD – Implement software upgrades to key HD division applications.

Description: The division's (BOH, PBS8, TBS8, HOME) primary software applications (Emphasis, HDS and HAPPY) will be updated as vendor provides new software releases or upgrades to meet the requirements of our business partners and regulations within our industry segments.

EPP Number (if applicable): 7414 & 7415

Status: *Ongoing.*

Funding: *Funded.*

Title: ITO 1-11 - HD – Expand document imaging within HD.

Description: Expand the use of imaging within the HD division in the PBS8, TBS8 and Home programs. Initial investment will include hardware (2 scanners) and ITSD setup services. Ongoing costs relate to ITSD image storage and software support.

EPP Number (if applicable): 7413

Status: *On-going.*

Funding: *Funded.*

Title: ITO 1-13 - HD – Continue pursuit of Remote Conferencing.

Description: Reduce costs associated with enabling conference attendance in remote areas or by attendees from remote areas. Some progress in this area has been made in the use of software such as Go-To-Meeting and Vision-Net although the results have not been entirely satisfactory. This objective is to continue to evaluate and use potentially new options to reduce costs related to conference attendance and improve the access to our conferences.

EPP Number (if applicable): 7412

Status: *Ongoing.*

Funding: *Funded.*

Title: ITO – 1-14 - HD – Evaluate and implement additional Emphasys software functions.

Description: Continue to seek and implement additional efficiencies that may be available in the Board of Housing Emphasis software. This objective is to continue the process of evaluating available modules related to the BOH functions from the existing Emphasis vendor. Based upon a sound business case, those that are evaluated to be beneficial and funding is made available for, will be pursued for implementation. Some modules currently under consideration, (but not limited to) are the eDocs (\$55,500 in FY 2008) and Financial Portal (\$50,000 in FY 2010) modules.

EPP Number (if applicable): 7415

Status: *On-going.*

Funding: *Funded.*

Title: ITO 1-16 - HD/PBSEC8 - Purchase additional HDS modules.

Description: Housing Assistance Bureau will utilize new software features to enhance our presence and increase the Bureau's performance. Additional modules of the HDS software will be evaluated and a business case developed to determine if additional modules should be implemented. This item is for a special module that will provide an automated interface/transfer of information to HUD.

EPP Number (if applicable): 7415

Status: *On-going.*

Funding: *Funded.*

Title: ITO 2-9 - HD – Housing Search Page

Description: Provide citizens of Montana another tool to find affordable housing. Estimated costs in FY 2008 are \$25,000 and annual subscription costs thereafter are estimated to be \$18,000 each year.

EPP Number (if applicable): 7412

Status: Completed.

Funding: Funded.

Title: ITO 2-10 - CDD – On-line Version of Uniform Application Form for Montana Public Facilities Projects

Description: Create a user-friendly version of the Uniform Application Form for Montana Public Facilities Projects that can be completed by local government applicants on-line. A work order needs to be developed and submitted to ITSD and Montana Interactive.

EPP Number (if applicable): 6010

Status: On-going.

Funding: Not funded.

Title: ITO 3-1 - MDOC - Security Program

Description: MDOC does not have a formal security plan, but does follow and has adopted enterprise security policies. We have assigned security duties to a specific position within the IT staff, and a number of local security related functions are distributed within the agency. With the increasing complexity of addressing the many new security related policies, the interim Enterprise Information System Security Policy and Montana Enterprise Information Technology Security Architecture we plan to perform the following:

- A) Formalize our security related processes, structures, policies and methods into a single MDOC Security Program Document.
- B) Self assess our compliance with the requirements out-lined in the interim Statewide Information Technology Policy and Montana Enterprise Information Technology Security Architecture drafts to chart our future development needs within the IT Security discipline.
- C) We will request the additional staffing outlined in the above interim policies to separate the security functions from the IT staff. Progress on formalizing a Security Program, unique to MDOC and compliant with the interim policies stated above will be challenging. Full compliance with the interim policies, as currently understood, without additional staffing, will be impossible.

Status: On-going.

Funding: Not funded.

EPP Number (if applicable): 8101

Title: ITO 3-3 - MSD – Procure software or services to perform security vulnerabilities audit of web sites.

Description: The need for e-Government services and dynamic web site content is increasing. A recent web audit revealed that MDOC needs to test web sites periodically and as new sites are created to ensure that there are no security vulnerabilities. All web applications need to be tested and monitored for security vulnerabilities.

EPP Number (if applicable): 8102

Status: *Cancelled.*

Funding: *Not funded.*

Title: ITO 3-4 - MSD - Encryption Solution

Description: Protect sensitive information as needed on specific devices. Currently MDOC uses EFS encryption; however the state is looking at an enterprise solution that would be more secure. MDOC will evaluate and attempt to implement alternative solutions, if possible, if and when the state provides a firm direction.

EPP Number (if applicable): 8102

Status: *Cancelled.*

Funding: *Not funded.*

Title: ITO 4-2 - MDOC - Workstation Replacements

Description: The Department adheres to the State's best practice recommendation of replacing workstations every four years. Additionally, we are monitoring the State's plans for movement to the new Microsoft Vista operating system at the desktop level. MDOC's current strategy for implementing Vista is to wait until and if the State enterprise adopts Vista as a standard and then migrate to this operating system as part of the standard workstation refresh program.

EPP Number (if applicable): See chart in section 4 for details.

Status: *Completed as planned, and on-going.*

Funding: *Funded.*

Title: ITO 4-3 - MDOC - Server Replacements

Description: In accordance with state recommended best practices, MDOC will adhere to a standard replacement cycle of 5 years on servers.

EPP Number (if applicable): See chart in section 4 for details.

Status: *Completed as planned and on-going.*

Funding: *Funded.*

Title: ITO 4-4 - MDOC – Convert to MS Office 2007

Description: MDOC needs to remain current on the software that is commonly used within the Department. MDOC will have significant internal resource costs related to training and installation of the new software. Costs related to the software itself are dependent on efforts currently underway by DOA/ITSD to engage enterprise licensing or alternative agreements. MDOC is presently forecasting \$100 per workstation/laptop for this upgrade, but anticipating a revision will be required.

EPP Number (if applicable): See chart in section 4 for details.

Status: *Completed.*

Funding: *Funded, but funding was not needed due to Microsoft ELA.*

Title: ITO 4-5 - MSD – Common use software maintenance.

Description: MDOC Management Services Division will keep those software products that are used jointly by multiple divisions current and up to date with release and support levels. Some of these software products are: Track-IT, Go-To-Meeting, NetTracker, Patch-link, and LDRPS.

EPP Number (if applicable): 8102

Status: *Completed as planned, and on-going.*

Funding: *Funded.*

Title: ITO 4-9 - MHC – Improve Network Communications in Virginia City.

Description: The network communication speeds to Virginia City are slow, experience frequent lockups and shut downs requiring staff to reboot when trying to accomplish simple tasks such opening network files and email. Because of the slowness of accessing network files, staff resort to saving files on their local hard drives. This data is not backed up and significant data losses have happened when hard drives have crashed. Upgrading of the communication capability from ITSD to Virginia City would provide for safer storage of data files, allow network software (and other future applications) and databases to be hosted at ITSD where acceptable hosting facilities exist. Preliminary estimates to establish 1M communication link from the Mitchell Building to VC is \$1,165 monthly.

EPP Number (if applicable): 8010

Status: *Delayed.*

Funding: *Not funded.*

Title: ITO – 4-10 - MHC – Install network version of Past Perfect software and research best option for software placement/hosting.

Description: MHC has purchased a network software package (Past Perfect) for managing records of the artifact collections at Virginia City and Nevada City. The networked version of this software needs to be installed so that multi users can access a single database, and the software must be hosted on facilities that meet state policy standards. The existing situation requires that single use copies of the software be installed locally on a number of workstations. Upgrading of the communication capability from ITSD to Virginia City would allow the Past Perfect software (and other future applications) and database to be hosted at ITSD (or elsewhere) where acceptable hosting facilities exist. Preliminary estimates to host the Past Perfect software on an ITSD facility are \$765 a month per Gigabyte. It is estimated that 1 G would be used the first year. Actual growth would then need to be assessed. Alternative solutions such as local placement of a server will also be evaluated.

EPP Number (if applicable): 8010

Status: *Options were researched, delayed due to funding.*

Funding: *Not funded.*

Title: ITO 4-12 - MPD - Add Tape Back-up

Description: As the amount of content increases on visitmt.com and other sites increases in addition to the growth of our Oracle databases we project we will need an additional tape backup system by 2010.

EPP Number (if applicable): 5213

Status: *Canceled. This initiative has been cancelled and has not been funded. Again, our IT audit indicated a need for us to reduce our IT footprint. With this strategy in mind it was determined we could get by with our current back-up system while we reduce the number of servers we host.*

Funding: *Not funded.*

SECTION 3: ADDITIONAL INFORMATION - OPTIONAL

Social networking (Web 2.0) technologies are a rapidly evolving feature of the internet. Commerce has begun using portions of these facilities in a very careful and deliberate manner with success. Many options for the use of these types of capabilities result in a complex mixture of policy, practice and potential risks. We intend to continue developing our methods and practices as this area evolves.

Numerous areas within Commerce, as well as other agencies within the state have a need for electronic management of our grant management life cycles. The absence of a standard method and supporting infrastructure within the state enterprise as well as the ability to accommodate a digital signature or an electronic identity assurance mechanism is a complex challenge we have yet to over-come.

The State Data Centers are currently being brought online. With the potential capabilities these facilities will offer and the explosion of subscription services enabled via the internet, we look forward to and anticipate some radical changes in the future of how our Information Technology is deployed. We will continue applying new technologies to reduce support costs and improve services to our clients allowing them to achieve their respective missions.